

## **Deliverable Expectation Document**

**Deliverable Due Date:**      **January 28, 2000**

**Deliverable Name:**          **Implementation Plan**

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### **Deliverable Description**

The Welfare Data Tracking Implementation Project (WDTIP) Implementation Plan will detail the project's approach to the planning and execution of all of the WDTIP system implementation activities. Implementation activities refer to those activities that must be completed to rollout the Tracking Recipients Across California (TRAC) Application once it has been developed and fully tested. These implementation activities include data conversion, system rollout, training, change leadership, Help Desk and change request procedures, as well as communication. Some of these activities, such as communication and conversion, must be initiated long before the system goes live. Other activities, such as the availability of the Help Desk and a process for requesting changes (to the system), will need to be in place at the completion of design, or at the time of rollout.

The Implementation Plan will be built upon the foundation laid by the ***Implementation Strategy***. The ***Implementation Strategy***, which was approved in September 1999, outlines the most effective and appropriate activities for the successful implementation of the new application, while minimizing costs and risks.

To develop the most effective overall Implementation Plan, a detailed approach (or, if applicable, procedures) for each of the implementation activities mentioned above will be developed and described in its own section within this document. This document will, therefore, include the following sections (descriptions of the sections are included further below):

- o Section I – Introduction
- o Section II – Communication Plan
- o Section III – Conversion Plan
- o Section IV – System Rollout Plan
- o Section V – Training Plan
- o Section VI – Change Leadership Plan
- o Section VII – Help Desk Plan and Procedures
- o Section VIII – Change Request Plan and Procedures
- o Section IX – Implementation Plan Summary

### **Contents of the Deliverable**

The Implementation Plan will include the following nine sections:

- Section I Introduction** – This section will provide a high level overview of the Plan and its contents. This section will also include the objectives of the plan, which includes the best approaches to implementing the TRAC Application, given existing constraints. A list of high level assumptions and constraints identified for the overall Implementation Plan will also be included here.
- Section II Communication Plan** – This section will include a brief description of the already developed *Updated Stakeholder Communication Plan*. This plan was approved in June 1999.
- Section III Conversion Plan** – This section will include a description of the conversion activities, project constraints and a proposed conversion schedule. Conversion is defined as the process by which the TRAC database will be populated with county-specific data elements necessary to meet the business requirements of the new application.

The conversion plan section will include the following subsections:

- o **Definition** – This subsection will provide a definition of conversion activities.
- o **Objectives** – Objectives of the conversion plan will be identified and listed in this subsection.
- o **Assumptions & Constraints** – Because all information will not be available during the development of the conversion plan, assumptions must be made and will be included in this subsection. In addition, all identified constraints will also be included.
- o **Strategy** – This subsection will detail the proposed conversion strategy for the initial and on-going load of county-specific data.
- o **Approach** – This subsection will detail the specific approach for initial and on-going data conversion.
- o **Design** – This subsection will detail the system design issues as related to the conversion plan. This will include an analysis of data from the source systems that will be converting data to the TRAC database. These systems include ISAWS, WCDS, LEADER, MAGIC, Ventura County, San Bernardino County, Stanislaus County and Riverside County (and associated systems, as necessary).

This subsection will also include documentation of individual county information required to support the conversion effort, including the county's conversion option, earliest data availability date, person

number delineation, case number definition update screens access, batch window times and batch volumes.

This subsection will also document any system design updates as necessitated by the data analysis, and the development of the TRAC conversion programs.

- o **Development** – This subsection will detail the development activities of the conversion plan. These include but are not limited to, assisting counties/consortia with the development and testing of their individual data extraction files, and monitoring and reporting county progress.
- o **Testing** – This subsection will document the conversion extraction files testing processes. This will include a test plan and comprehensive test schedule, as well as a detailed data cleansing process to ensure that data coming from the counties is cleansed prior to transmission to TRAC.
- o **Trial Loads (User Acceptance Testing)** – This subsection will include the strategy for testing of trial conversion loads for each county, a test plan and a proposed schedule.
- o **Schedule and Contingency Plan** – This subsection will include a proposed conversion schedule including the sequencing of counties/consortia for the initial data load as well as the daily update files. This subsection will also include a detailed conversion contingency plan to address the possibility that the conversion process is not completed successfully within acceptable timeframes.
- o **Tasks, Milestones and Roles and Responsibilities** – This subsection will detail the individual conversion tasks and milestone dates and will identify the responsible parties for the activities to be performed throughout the conversion process.

**Section IV System Rollout Plan** – This section will detail the approach to rolling out the application to counties. System rollout is defined as the time when users will be given access to the new screens and new system functionality. Rollout is also referred to as system “go-live.”

The system rollout plan section will include the following subsections:

- o **Definition** – This subsection will provide a definition of system rollout.
- o **Objectives** – Objectives of the system rollout plan will be identified and listed in this subsection.

- o **Assumptions & Constraints** – Because all information will not be available during the development of the rollout plan, assumptions must be made and will be included in this subsection. In addition, all identified constraints will also be included.
- o **Strategy**– This subsection will detail the proposed rollout strategy for rollout of the system and application.
- o **Approach** – This subsection will detail the specific approach for system rollout.
- o **Rollout/Go Live Support** - This subsection will detail the support that the implementation team will provide during rollout of the new application. Because the application will be rolled out concurrently, it is important to assess support demands and develop an approach to meet them.

**Section V Training Plan** – The WDTIP training plan will be designed and delivered with the primary objective of making county staff proficient in the use of the new system, and to provide them the capability to perform their assigned duties using the new functionality. The WDTIP training team will develop the WDTIP training curriculum to train county trainers. In turn, county trainers will train county staff, or end-users. Where requested by the counties, the WDTIP Team will include in the train-the-trainer course, an Adult Learning Principles Module with components that provide hands-on practice for county trainers to conduct end-user training.

The strategy selected for training-the-trainers is a combination of regional and centralized training. Regional training requires the county trainers to travel to regional training sites throughout California for training. Regions may be divided geographically or by regions within each consortium. Centralized training requires county trainers to travel to Sacramento for training. Training using a combination of approaches provides the maximum amount of flexibility because it considers the needs of each county, in exchange for a marginal increase in WDTIP resources to plan and execute training.

The training plan section will include the following subsections:

- o **Definition** – This subsection will provide a definition of the training activities.
- o **Objectives** – Objectives of the training plan will be identified and listed in this subsection.

- o **Assumptions & Constraints** – Because all information will not be available during the development of the training plan, assumptions must be made and will be included in this subsection. In addition, all identified constraints will also be included.
- o **Strategy** – This subsection will detail the specific the proposed training strategy for training county trainers.
- o **Approach** – This subsection will detail the specific approach to training
- o **Development Process** – This subsection will identify the training population and describes the training methodology and materials development.
- o **Facilities/Site Preparation** – This subsection defines the criteria used for selecting training sites, identifies the required specifications for the facilities, describes the equipment to be used at the facilities, and will identify the necessary training coordination activities.
- o **Proposed Schedule** – This subsection will detail the training schedule. To coordinate training the trainers of all 58 counties, the WDTIP training team will identify criteria to prioritize scheduling variables (e.g., county preferences, availability and size of training facilities, training resources, etc.). Once the variables are prioritized, the schedule will be developed and included in this subsection.
- o **Tasks, Milestones and Roles and Responsibilities** – This subsection will detail the individual training tasks and milestone dates and will identify the responsible parties for the activities to be performed throughout the training process. This subsection will also describe the training development lifecycle.
- o **Follow-up and Feedback** – This subsection will include details on the proposed methods for obtaining feedback and evaluation of the training materials, modules, courses and training delivery, and outlines the plans for make-up training.

**Section VI Change Leadership Plan** – For the new TRAC Application, a number of county business processes are expected to be impacted. The change leadership plan will identify the high-level business process changes and will detail how the WDTIP training team will communicate those changes to the county trainers using existing communication media and training sessions. The change leadership plan will be comprised of the following subsections:

- o **Definition** – This subsection will provide a definition of change leadership.
- o **Objectives** – Objectives of the change leadership plan will be identified and listed in this subsection.
- o **Assumptions & Constraints** – Because all information will not be available during the development of the change leadership plan, assumptions must be made and will be included in this subsection. In addition, all identified constraints will also be included.
- o **Strategy** – This subsection will detail the proposed change leadership strategy for the identification and communication of business process changes.
- o **Approach** – This subsection will detail the specific approach to change leadership activities. This will include not only the approach to identifying business process changes, but also how these changes will be communicated to the counties.

**Section VII Help Desk Plan and Procedures** – This section will include a description of the approach to be used for the Help Desk procedures. The Help Desk procedures were completed in Phase I of the Statewide Automated Welfare System Technical Architecture (SAWS-TA) Project and were used as the basis for the WDTIP Help Desk plan. These procedures will be updated to meet the needs of the WDTIP implementation.

The Help Desk plan section will include the following subsections:

- o **Definition** – This subsection will provide a definition of Help Desk activities.
- o **Objectives** – Objectives of the Help Desk plan will be identified and listed in this subsection.
- o **Assumptions & Constraints** – Because all information will not be available during the development of the Help Desk plan, assumptions must be made and will be included in this subsection. In addition, all identified constraints will also be included.
- o **Approach** – This subsection will detail the specific approach for Help Desk operations.
- o **Procedures** – This subsection will detail the procedures that will be utilized by the WDTIP Help Desk, including the operational processes,

support levels and areas, contact protocols and Help Desk ticket processes.

**Section VIII Change Request Plan and Procedures** – This section will include the procedures for the change request process. These procedures were completed in Phase I of the Statewide Automated Welfare System Technical Architecture (SAWS-TA) Project and were used as the basis for the WDTIP change request plan. These procedures will be updated to meet the needs of the WDTIP implementation.

Change request is a process that provides stakeholders, including users, with a means to request changes, corrections or enhancements to the TRAC application.

The change request plan section will include the following subsections:

- o **Definition** – This subsection will provide a definition of the change request process.
- o **Objectives** – Objectives of the change request plan will be identified and listed in this subsection.
- o **Assumptions & Constraints** – Because all information will not be available during the development of the change request plan, assumptions must be made and will be included in this subsection. In addition, all identified constraints will also be included.
- o **Approach** – This subsection will detail the specific approach for the change request process.
- o **Procedures** - This subsection will detail the procedures that will be utilized in the change request process, including change request origination, communication strategy and change request workflow process.

**Section IX Implementation Plan Summary**– This section will include a summary of the overall Implementation Plan.